



2010-2011

Program of Work

| FOCUS | ACTION ITEM |
|---------------------------|--|
| 1. MEMBER SERVICES | |
| A. Membership Promotion | <ol style="list-style-type: none"> 1. Create a Membership Task Force 2. Develop/distribute a Membership Directory/update membership 3. Develop/distribute a Quality of Life Guide/with Branding Campaign 4. Keep supply of Membership Directories in hotels 5. Educate members on products and services offered by other members 6. Hold ribbon cutting events 7. Provide assistance to members during grand openings, showcase business 8. Create sponsorship packages that promote member businesses 9. Welcome new residents/businesses owners to the community 10. Provide "New Residents Information" to realtors to distribute 11. Offer a consistent forum for member-to-member networking 12. Network with other communities for ideas/best practices |
| B. Membership Recruitment | <ol style="list-style-type: none"> 1. Execute a Membership Drive (consider using a professional consultant) 2. Update the list of benefits of being a member/including Teach For America 3. Evaluate contents of membership packet and make changes as needed 4. Develop incentives for potential members 5. Create and produce collateral materials for membership promotion 6. Conduct an assessment of the market area 7. Develop prizes or incentives for members who recruit the most new members 8. Increase market penetration rate (currently 32%) 9. Identify specific potential members 10. Assign prospective members to Board members to recruit 11. Grow the Chamber membership 12. Promote and recruit County businesses 13. Provide training for members/staff who recruit members |
| C. Membership Retention | <ol style="list-style-type: none"> 1. Create a Membership Retention Task Force 2. Use feedback cards in membership packets |

| FOCUS | ACTION ITEM |
|--|---|
| | <ol style="list-style-type: none"> 3. Personally contact every member at least once a year; request feedback 4. Evaluate members wants and needs using surveys and focus groups 5. Host membership breakfasts quarterly with local official's reports 6. Highlight Chamber members in newspaper articles 7. Invite new members to board meetings after their approval 8. Improve and expand the benefits of membership 9. Improve the member experience 10. Communicate with members the benefits of membership 11. Conduct exit surveys of members who drop 12. Focus on new and uninvolved members; contact to get involved 13. Host a welcome event for new members 14. Consistently ask members to volunteer 15. Share Chamber email blasts with more than membership 16. Get feedback from members about why they are members 17. Investigate if members would use on-line payment system |
| 2. Communications and Marketing | |
| A. Communications to Community | <ol style="list-style-type: none"> 1. Develop a communications calendar 2. Publish Chamber newsletter 3. Publish quarterly printed newsletter 4. Communicate value to membership with value of benefits 5. Provide membership with info about the Chamber 6. Publish newsletters on Facebook 7. Add local, state and federal elected officials to our email list 8. Increase awareness of Chamber activities to key audiences 9. Promote and educate public about Chamber role in the communities 10. Advertise/communicate what we are doing with tourism efforts 11. Distribute electronic "fast facts" or "did you know" to members 12. Collect email addresses from Facebook |

| FOCUS | ACTION ITEM |
|--------------------------------|--|
| | <ul style="list-style-type: none"> 13. Provide information to the public through press releases 14. Promote the Community Calendar 15. Put civic club activities on Community Calendar 16. Ask membership to submit calendar information to the Chamber 17. Set a schedule with newspapers for regular spots |
| B. Market Chamber To Community | <ul style="list-style-type: none"> 1. Form a Marketing Task Force 2. Create a Social Media Task Force 3. Develop a marketing plan to create awareness of the Chamber and Chamber Brand 4. Initiate a promotional timeline for more effective promotions 5. Consider television and radio commercials 6. Explore promoting Chamber with community pride ads 7. Use business marquees and event boards to promote Chamber events 8. Consider electronic signage with info about the Chamber 9. Focus on one classification per month (industry, education, merchants, etc.) 10. Use sandwich board signs to promote events 11. Make presentations to civic clubs about benefits of the Chamber 12. Market community through community events and welcome center 13. Use testimonials in promotional materials 14. Increase advertising 15. Promote Chamber through regularly scheduled media interviews 16. Develop County map to promote businesses 17. Develop ongoing "After Hour" events for networking opportunities 18. Develop means for merchants to gather visitor information (with TC) 19. Use social media to communicate |
| C. Website | <ul style="list-style-type: none"> 1. Improve and enhance website for increased usage and benefit 2. Include a link to community information 3. Evaluate web sponsorship opportunities 4. Provide quality, up-to-date and relevant information on the site |

| FOCUS | ACTION ITEM |
|---------------------------------|--|
| | <ul style="list-style-type: none"> 5. Provide a structure that is easy to navigate and retrieve info 6. Add a "members only" section with documents and on-line dues paying capabilities 7. Make the website a resource tool: calendar, links, new resident information, etc. 8. Use the website to promote Chamber: benefits, pictures, videos, etc. 9. Create a page on the website for suggestions |
| 3. Community Development | |
| A. Government Relations | <ul style="list-style-type: none"> 1. Host reception for current and newly elected officials 2. Support Delta Legislative Day in Jackson 3. Sponsor group trip to Washington DC 4. Host forums for citizens to meet and question elected officials 5. Communicate with City on regulations effecting local businesses 6. Ensure staff/board member representation on various boards 7. Continue and maintain positive government relations at all levels 8. Visit with key government officials individually 9. Monitor and advocate at all levels of government 10. Put pictures of aldermen/supervisors in newsletters/newspapers 11. Enhance relationships with city and county officials 12. Invite various city/county officials to Chamber board meetings 13. Host quarterly meeting of Bolivar County mayors |
| B. Leadership Development | <ul style="list-style-type: none"> 1. Host a Youth Leadership Program for area high schools 2. Assign LBC members to a Chamber project immediately after graduation 3. Organize a reunion of LBC graduates 4. Use DSU student leaders to seek input/involvement with LBC 5. Provide \$500 scholarship for Leadership MS attendee 6. Develop Young Leaders Network |
| C. Position Chamber as Leader | <ul style="list-style-type: none"> 1. Develop plan for Heritage Park 2. Work with DSU on planning for TFA 3. Create information guide for visitors |

| FOCUS | ACTION ITEM |
|-------------------------------------|--|
| | <ol style="list-style-type: none"> 4. Create a Retirement Community Task Force 5. Market Cleveland as a relocation destination for retirees 6. Maintain the Community Calendar of Events 7. Serve as information center for community 8. Capture contact info from visitors attending events 9. Work with schools and businesses to actively promote education |
| D. Volunteer Development | <ol style="list-style-type: none"> 1. Create a Volunteer Task Force 2. Identify, recruit, retain, excite, promote and recognize volunteers 3. Increase volunteer base, increase diversity 4. Develop/maintain/track volunteers 5. Maintain list of people asking to be involved 6. Develop a plan to solicit retiree volunteers |
| E. Business Advocacy and Issues | <ol style="list-style-type: none"> 1. Provide leadership in seeking continued funding for the Delta Center 2. Meet with area Chamber boards to exchange ideas 3. Provide leadership and support to the funding issues of DSU 4. Assist communities in Bolivar County with their events 5. Show the importance of Cleveland to the County's survival |
| 4. Office and Administration | |
| A. Annual Meeting | <ol style="list-style-type: none"> 1. Recognize excellence in business practices and volunteerism 2. Celebrate the Chamber's accomplishments 3. Maintain a high quality meal for the banquet 4. Suggest members invite potential members or members who don't normally attend |
| B. Appropriate Systems | <ol style="list-style-type: none"> 1. Have the Past President provide orientation for the board 2. Provide mentors for new board members 3. Develop a "to-do" list at each Executive Committee meeting 4. Investigate process for attaining U. S. Chamber accreditation 5. Hold annual orientation session for board members 6. Require board members/officers to sign commitment forms 7. Require board members to serve on at least one committee |

| FOCUS | ACTION ITEM |
|-----------------------------------|--|
| | <ol style="list-style-type: none"> 8. Develop focused board meeting agendas 9. Hold annual planning meeting for board members 10. Hold an orientation for committee chairs 11. Create duties/responsibilities for committee chairs 12. Implement more structure for committees with timeframes 13. Ensure 1/3 of annual expenses are maintained in a reserve account 14. Monitor the Chamber's financial accounts 15. Implement board work sessions with a social afterward for all members 16. Set schedules for committee meetings 17. Have a "pass the notebook" session at the end of each year 18. Move board nomination process back to allow for orientation before elections 19. Create a Member Rules Task Force 20. Investigate a single dues system for all councils |
| C. Chamber Office | <ol style="list-style-type: none"> 1. Evaluate location 2. Develop plan to renovate/upgrade office facilities 3. Determine need/plan for a catering kitchen 4. Determine need/plan for appropriate meeting space 5. Determine need/plan for smaller meeting rooms 6. Create a more inviting exterior entrance 7. Create a more inviting reception area 8. Make a decision about the location of the Chamber offices |
| D. Professional Staff | <ol style="list-style-type: none"> 1. Develop and implement a training plan for employees 2. Attend/complete the IOM 3. Attend the IEDC Program 4. Evaluate the performance of the Exec Dir |
| E. Provide staffing To Meet Needs | <ol style="list-style-type: none"> 1. Develop a Procedures Manual 2. Provide appropriate compensation and incentives 3. Implement a regular evaluation process |

Short-term goals (1 -2 years)

- 1 Execute a Membership Drive
- 2 Develop and carry out a Community Pride Campaign
- 3 Make a decision about the location of the Chamber office
- 4 Plan for hosting the 2012 Dixie Youth World Series
- 5 Develop new structure for EDF
- 6 Re-evaluate the Tourism Council
- 7 Work with DSU on their "Year of Green" initiative
Work with DSU on the preparation of the 2011 TFA Summer
- 8 Institute
- 9 Continue with the development of the Heritage Park
Work with the City of Cleveland to develop a Sports Committee to
- 10 recruit sporting events
Provide leadership to seek continued funding for the Delta
- 11 Center
- 12 Develop a long-range plan
Begin the process for accreditation through the U. S. Chamber of
- 13 Commerce

Long-term goals (3 - 5 years)

- 1 Develop a plan for making Cleveland a Retirement Community
- 2 School Bond Issue
 - a. Determine long-range plan for building
 - b. Separate school districts
 - c. Private investors
- 3 Vacancy of downtown buildings
 - a. Create additional attractions
 - b. Delta Heritage Park
 - c. Work with owner to develop the Grover Hotel
- 4 Develop and improve Court Street, North Street, Highway 8 and Highway 61